



Strategic Plan Year 2002

Addendum to Year 2001 Plan



**Addendum to the JULY 2001
FRAMEWORK FOR THE ALLOCATION OF PROPOSITION 10
FUNDS TO SUPPORT THE HEALTHY DEVELOPMENT OF
CHILDREN 0-5 YEARS OF AGE IN TUOLUMNE COUNTY**

JULY 2002

TUOLUMNE COUNTY CHILDREN AND FAMILIES COMMISSION

Commission Membership, July 2002

Ann Connolly, Chair	Tuolumne County Child Welfare Services
Tim Hoffman-Brady	Foster Parents Association
Jennifer Rapp, Vice Chair	Community Member, Child Care Professional
Judy Schroeter	Community Member, Special Education
Laurie Sylwester	Tuolumne County Supervisor
Carol Wiley, Treasurer	Family Nurse Practitioner
Maureen Woods	Tuolumne County Health Department

Ex-Officio Members

Linda Botts	Amador-Tuolumne Community Action Agency - Head Start
Judy Halling	Amador-Tuolumne Community Action Agency
Evelyn Thompson	Infant Child Enrichment Services
Adrienne Webster	Columbia College Child Development Center

Professional Services

Sheila Kruse, Executive Director
Janet Cook, Tuolumne County Health Dept., Administrative Support

2002 PLANNING UPDATE

The Strategic Plan has been reviewed and updated annually subsequent to its original adoption in July 2000. These updates have generally been in the areas of funding allocation. This addendum represents the annual review and update conducted at the end of fiscal year 01-02.

Key changes and additions to the July 30, 2001 Strategic Plan for the Fiscal Year 2002-2003 are detailed in this addendum, and include:

- A definition of the language “0-5;”
- The initiation of two targeted, or commission-initiated projects: the Oral Health Initiative and the Child Care Provider Initiative;
- Participation in the State Commission’s School Readiness Initiative over the next five fiscal years;
- The reconfiguring of 3 small grant categories into a single community grant allocation;
- The intention of the Commission to take a leadership role in developing a collaborative, local media campaign around issues affecting the healthy development of young children;
- The intention of the Commission to develop a long-term financial plan; and
- An update on infrastructure

The Commission’s vision, mission, goals, objectives, and priority areas remain the same. The funding criteria and approach, project monitoring and evaluation also remain the same. Readers should refer to the July 30, 2001 plan to review these components.

The Commission will provide addendums to the 2001 strategic plan up to the year 2003, at which time it will produce a new plan in its entirety.

DEFINITION OF THE AGE GROUP “ZERO TO FIVE”

The term "age 0 to 5" is used in Proposition 10, but is not defined. The Commission believes this term can include children who are five years old (who have already reached their fifth birthday). While the Commission intends to concentrate its efforts on children up to their 5th birthday, the Commission may fund certain selected programs to deliver services to children up to their 6th birthday.

FUNDING STRATEGY AND ALLOCATION

The first funding cycle is from 2000-2004, accommodating both large projects with timelines up to, but not exceeding, three years as well as smaller short-term projects. Funds shall be awarded through a variety of grants and Commission-sponsored initiatives during the years 2000-2004. In the fiscal years 1999-00 through 2001-02, these categories included large, 3-year grants, capital grants, small (mini and micro) grants and matching grants.

In fiscal year 2002-03, the funding categories will include continuation of large, 3-year grants, a Community Grant category, and targeted funding for a Child Care Initiative, an Oral Health Initiative, and a School Readiness Initiative. The Commission will continue to access matching funds through the State Commission or through other funders, wherever possible and appropriate, within the Plan's framework.

The Commission intends to enter into a financial planning process in the coming fiscal year. For the purpose of this addendum, the Commission is assuming that the annual allocation for tobacco tax revenues will drop by seven percent. This forecast is based on an anticipated drop in the state allocation of tobacco tax revenues, due to reduction in sales (which will be affected further by the proposed new tobacco tax). The annual interest rate earned on the fund balance is expected to be 4.0%.

The Commission intends to fund the following categories in Fiscal Year 2002-2003:

Large Grants:

A total of \$1,170,000 has been committed to fund large grants for a three-year period between July 2001 and June 2004. The commitment for FY 02-03 is \$471,507, which includes state matching funds for the Child Care Provider Retention project. The projects are:

A-TCAA Family Learning Centers

This program promotes healthy family functioning through the operation of two center-based programs that provide classes in family literacy, GED preparation, life skills, parenting skills, and healthy living. Transportation and on-site child care are provided to participants, and children of age are enrolled and transported to Head Start. Services to

families include on-site mental health and health care practitioners, and on-site visits from a number of community organizations to provide education on topics such as domestic violence, sexual assault, drug and alcohol recovery, safe child-care issues, and parenting education.

Family Connections & Prenatal Assessment, Tuolumne Co. Health Dept. and Collaborative Partners

The program promotes healthy children and improved family functioning through 3 service components:

- Collection of prenatal assessment data from local medical providers;
- Comprehensive case management/home visiting services for families with young children who are at risk for child abuse or other child health issues;
- Provision of classes in parenting, life skills and nutrition to parents with young children.

ICES Child Care Quality Improvement/CARES

The program's goals are to increase the number and percentage of child care providers in the community who are permitted and permit-eligible based on the Child Care Permit Matrix. One key focus is to retain qualified providers in the child care field, and a major activity in this program is to provide stipends to eligible providers.

Born To Read, Tuolumne County Library

The program promotes family literacy through read-aloud activities with young children and their parents, through distribution of at least 2000 books to families with young children, and through building partnerships with community social service and health care providers for outreach and book distribution.

Oral Health Initiative:

A total of \$60,000 for two years is allocated toward this new initiative, beginning in fiscal year 02-03. \$30,000 will be used toward prevention activities, and will be distributed through a competitive RFP process which was completed in June 2002. The remaining \$30,000 will be distributed to programs which improve access to dental treatment for children 0-5. The specifics of this allocation will be defined and supported by a community-driven Dental Task Force.

Child Care Provider Initiative:

A total of \$85,000 is allocated toward this new initiative, which will begin in fiscal year 02-03 and will continue for three years. Under this initiative, all licensed family child care providers in Tuolumne County, and all private child care providers will have access to funds to make safety improvements in their child care businesses. Family child care providers will have access to up to \$1,000 and can purchase items from an approved list of options. Private child care centers will be able to access up to \$3,500 for playground safety improvements.

School Readiness Initiative:

The Commission intends to participate in the State Commission's School Readiness Initiative. Community planning began at the end of fiscal year 01-02 and will continue, with a goal to submit a proposal in the winter or spring of fiscal year 02-03. The Commission has allocated the full amount of matching funds for this project (\$100,000/year for four years), with the understanding that, as the planning proceeds, that the committee looks for alternative sources of cash match.

Community Grants:

A total of \$70,000 in fiscal year 2002-2003 is allocated for these grants. The Commission has reconfigured the previous categories of capital, matching, mini and micro grants under this category. The new configuration allows for more flexibility in community applications. Funding levels for this category will be reassessed each year.

- Micro Grants have funding caps of \$1,000;
- Small Grants are for requests over \$1,000 and up to a \$35,000 cap. These requests can include fixed assets. Projects must serve a minimum of 15 children ages 0-5.

Kits for New Parents:

A total of \$5,000 is allocated to support the distribution of Kits for New Parents. This allocation covers the costs of additional items in the kits, including a medical book, outlet covers and cabinet latches. The Family Connections Program is taking the lead in distribution of the kits.

Media Campaign:

The Commission will participate in a joint media effort with other community partners to design and implement more targeted and effective media messages to parents and caregivers. Although no Commission funds have been allocated toward this effort, the Gold Country Regional Media Representative will assist in this process.

Fund Balance and Reserve Fund:

Tobacco tax funds have accrued in the Children and Families Trust Fund since 1998, during the period that the Commission was conducting its planning process and setting up its application strategies. Although the Commission has committed more program funds than it is receiving in tax revenues in fiscal year 2002-03, it plans to draw down these accrued funds. The remainder of the accrued funds will be managed as follows:

- (1) \$460,487 will be set aside in a Reserve Fund to ensure that the 3 -year funding awards for Large Grants are honored.
- (2) The fund balance will be considered discretionary or sustainability funds. Having these discretionary funds in program revenue will ensure adequate cash reserves for timely contract start-up and payment disbursements, since tobacco tax revenue comes to the county monthly throughout the year with a two month lag time. It will also ensure that there are secure matching cash funds for the 4-year School Readiness Initiative or for other opportunities to access state funds through local matching funds. The Commission

may elect to use these discretionary funds at any time during the funding cycle, to award to local projects or to respond to State initiatives. Alternatively, the Commission may elect to hold some or all of these funds back for supporting the next full cycle of funding projects, as tobacco tax revenue continues to drop.

The Commission intends to complete a financial plan in the next fiscal year, which will address the issues of reserve funds, program sustainability, and long-term financial planning.

The tables following represent a five-year planning forecast for total operational costs, including grant funding, initiatives, administration, evaluation and outreach. As we complete our financial plan in the next year, this forecast will be replaced with a more comprehensive plan. This forecast does not indicate a commitment to fund allocation in the categories or amounts presented beyond fiscal year 02-03. It is simply a planning tool to help the Commission analyze the future impact of current funding decisions. This forecast indicates that the Commission will have reduced the accrued funds by the end of the second funding cycle to a low level, and will need to dramatically reconfigure future funding strategies and operational strategies at that point.

Planning Budget - 5 year forecast for total operations

Updated July 10, 2002

	First Funding Cycle		Second Funding Cycle		
	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07
Beginning Fund Balance	1,456,709	1,220,501	991,571	777,264	529,114
Revenues:					
Program Revenues - monthly	417,425	388,205	361,031	335,759	312,256
Interest	58,268	48,820	39,663	31,091	21,165
Admin/Travel Allocation	109,531	109,531			
School Readiness Match	62,500	125,000	125,000	125,000	62,500
Total Revenues:	647,724	671,556	525,694	491,849	395,920
Expenditures					
Targeted Funding					
Kits for New Parents	5,000	5,000			
Oral Health Initiative	30,000	30,000			
School Readiness	112,500	225,000	225,000	225,000	112,500.0
Child Care Provider Initiative	85,000	0	0	0	0
Large Grant Cycle	471,507	460,487			
Community Grants	70,000	70,000			
2nd Cycle Grants			405,000	405,000	405,000
Admin, Evaluation, Outreach	109,925	110,000	110,000	110,000	110,000
Total Expenses	883,932	900,487	740,000	740,000	627,500
Fund Balance	1,220,501	991,571	777,264	529,114	297,534

Assumes 7% annual drop

Assumes 4% on fund balance

Assumes no resumption of augment

Assumes start date of Feb '03

Spending to occur over 3 years

assumes no cost inflation

INFRASTRUCTURE

The Commission is committed to awarding the maximum amount of Prop 10 funds to community projects directly benefiting young children, while ensuring that there is adequate staffing to ensure efficient fund disbursement, monitoring, accountability systems, and long-term planning.

The Commission has determined that the most cost-effective and workable staffing structure for the administration and evaluation of the program is to contract out the duties of a full time Executive Director and a part-time (40%) support staff to the Commission.

The major activities to be completed in FY 2002-2003 are as follows:

Commission Operations Support:

- Setting agendas for monthly Commission meetings;
- Further development of policies and procedures for the Commission;
- Ensuring a timely response to all legislative requirements, such as conformance to all laws, ordinances, and reporting requirements;
- Facilitating training opportunities, as appropriate, for Commissioners.

Grant Applications, Awards and State Initiatives:

- On-going administration of the grant application and award process for all grant categories;
- Administering State Initiatives: Child Care Provider Retention Initiative and the New Baby Kits;
- Leading the planning and development process of a School Readiness application.

Fund Leveraging:

- Exploring state, federal and private sources of funding for projects identified as priorities for the Commission, with a special focus this fiscal year on Oral Health Treatment Access.

Contract Awards and Monitoring:

- Funding award notification, contract preparation and negotiation;
- Quarterly contract monitoring;
- Fiscal tracking and reporting, including authorizing release of funds

Evaluation:

- Ongoing technical assistance to the awarded projects for the evaluation component;
- Continued development of evaluation instruments that can be used across projects, and data collection, analysis and reporting to the Commission;
- Reporting to the State Commission on process and outcomes.

Communication:

- Outreach, media and marketing, including ongoing management of the website and linkage with the State Commission's regional media consultants;
- Providing leadership in a community media campaign;
- Providing leadership in convening the Dental Task Force;
- On-going communication with the State Commission, the California Children and Families Association and the technical assistance providers;

Strategic Planning and Addressing Sustainability:

- On-going strategic planning and preparation of plan updates;
- Fiscal long-term forecasting and planning for a 5-10-year sustainable funding strategy.